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TO : Chief, Administration and Training Staff

DATE: 21 July 1954

FROM : Chief, Special Security Division

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SUBJECT: ANNUAL MANAGEMENT IMPROVEMENT REPORT

1. Reference is made to the memorandum from the Executive Officer/Security Office, dated 29 June 1954, to all components of the Security Office, requesting each to submit its annual report on the subject matter to your Staff for use in the preparation of the consolidated Security Office report to the Management Staff.

2. The following report is, therefore, submitted for your information as directed.

3. A. Major Problems Beyond the Authority of the Security Office to Solve.

1. The problem most vitally affecting the Special Security Division which neither the Division nor the Office in itself has authority to solve and which directly affects the Division from a management standpoint, is that problem which arises as a result of the restriction, for budgetary and other reasons, on the number of personnel available to the Division plus the delay in obtaining replacements.

2. Another major problem arises out of grade restrictions on personnel, particularly in the lower clerical positions, where such personnel can advance to a point, generally GS-5, and opportunities for further progress do not present themselves.

3. A third major problem is that which is concerned with the expeditious processing of requests requiring name checks with other federal agencies. In certain areas of this activity, we are at the mercy of the personnel within those agencies who process our requests.

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This situation does present a management problem and recognizing that such requests do require expeditious handling, continuous efforts are made to cure it through continuous scrutiny as well as liaison and conferences with other Government officials. It is, nevertheless, generally conceded that this problem will be a continuing one.

B. Major Areas of Potential Improvement Selected For Emphasis in Fiscal Year 1955.

During Fiscal Year 1955, a concerted effort will be directed toward the more expeditious processing of investigative cases through this Division looking toward a definite reduction in the number of delinquencies resulting directly from a restriction on available personnel and the operational requirements imposed by other components of the Agency. The implementation of improved methods within the Division combined with the ever increasing efficiency of our existing investigative force, which is daily reflecting the benefit of its experience in the field, will, it is believed, serve to accomplish the desired results in this area of potential improvement.

At the present time, the Special Security Division is processing clearance requests and requests for other investigations to the most expeditious degree consistent with its available personnel, and continuous emphasis will be placed on acquiring new personnel; training personnel through rotation, conferences, and other means; obtaining copies of records from other agencies where available; and employing all other possible methods to accomplish this goal.

It is the feeling within the Special Security Division that all fundamental procedures and rules organizational-wise and training-wise in the development of personnel, have been laid on and are in effect. Improvement in results will naturally develop from adherence to these principles of management.

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C. Specific Action Taken During Fiscal Year 1954
to Solve Major Program or Operating Problems
and Improve Management.

a. Actions taken to conserve material.

In connection with the general economy program currently in effect throughout the Agency, the Special Security Division has established certain internal controls and requirements designed to attain the maximum in conservation of material. In that respect, one unit within the Division has the assigned responsibility for determining that each requisition for supplies and equipment is completely justified before the requisition is approved. This unit maintains a constant surveillance on Field and Headquarters material requirements, in coordination with the Administration and Training Staff of the Security Office, and, as a result, only material that is completely justified and unquestionably necessary to the efficient operation of the Division is procured.

During Fiscal Year 1954, concerted efforts were made to reduce the cost of communications. This was accomplished through the substitution of mail for TWX facilities and long distance telephone calls, and by cutting down on printed material by instituting corrective procedures in the amount of paper flowing from the standpoint of the number of copies. In addition, an adjustment was made in the case file jacket to a degree where both space and material cost were conserved. Rigid rules concerning the use, maintenance, and operation of automobiles have been followed closely and long standing rules with regard to the inspection of equipment have been consistently followed.

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b. Improved organizational structure.

Constant scrutiny is paid to the organizational structure of the Special Security Division with a view to determining if that structure is fulfilling its designed purpose from a management standpoint. As a result of such scrutiny, it is the position of this Division that its organizational structure is most satisfactory in its present form.

c. Actions taken to improve manpower utilization.

In its efforts to improve manpower utilization, fundamental rules of good management are applied by this Division. The development of agent personnel is stressed through continuing emphasis on training to provide a versatile type of agent and supervisor who can handle all problems as they arise.

d. Development and use of work measurement and work load data and production standards.

The statistical reporting system within this Division is a most important factor from a management point of view in its overall operation and has been developed as a result of constant scrutiny and analysis to a point where it is thought to portray an accurate and current reflection of the Division's position thereby providing the tools for good management.

e. Improved scheduling of operations.

In scheduling investigative assignments to the various Field Offices of this Division, Fiscal Year 1954 has witnessed an improvement along several lines.

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The necessity for close control over the scheduling of expedite type cases has been stressed. All such cases must be fully justified and approved for expedite handling at the time of assignment. Increased vigilance in that respect is resulting in maximum effectiveness from the use of this special category.

In addition, progress has been made in the direction of specific instructions to Field personnel in each investigative assignment and the scheduling of stereotyped "leads" is closely guarded against. At the same time, both Field and Headquarters personnel are benefiting more and more from the growing volume of information in the Covert Record Section of this Division as a source of vital information.

f. Use of business machines.

Certain standard business machines such as the dictaphone, typewriter, adding machine, etc., are, and have been, of course, utilized by this Division over an extended period of time. In connection with the proposed use of other business machines by this Division such as the IBM card punch and sorting machines, recent surveys have shown that the application of such equipment to the operations of this Division is neither feasible nor practicable at the present time. In the event the requirements of this Division indicate the need for such equipment in the future, further consideration will be given to this matter.

g. Use of statistical sampling methods.

Refer to item "d." The present system of controls and statistical reporting within the Division is so constructed as to offer an immediate and accurate source of information for the preparation of interim or

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progress reports. Such reports are prepared on a non-scheduled basis and supplement the formal periodic, statistical reports of the Division. In administering the operations of a Division such as this in which work load is a fluctuating factor, this method of statistical sampling is most important.

h. Improved progress reporting and reviewing systems for the appraisal of performance.

During Fiscal Year 1954, a manual which was issued for the guidance of all Headquarters personnel reiterated and emphasized previous instructions for the uniform preparation and submission of periodic performance reports. During the same period, emphasis was placed on previous instructions to the Field with regard to such reports which are intended to provide adequate information on personnel for evaluation in career development and in selection for available positions in and outside of this Division.

i. Actions taken to improve coordination.

The function of the Assistant to the Deputy Chief of this Division as the coordinating point for all activities of the various components of the Division is constantly stressed and emphasized. Acting in this capacity, he is able to guard against duplication and insure the maximum utilization of all facilities without overlapping.

j. Improved project control systems.

The control systems within the Special Security Division are, of course, directly related to the statistical reporting methods employed and referred to under "d." Only in so far as our control systems are efficient will our statistical reporting system be effective. Accordingly, they are subject

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to a continuing and mutual analysis to effect the desired results.

k. Elimination of duplication of effort.

See item "i."

l. Gains, both inter and intra-Agency, realized from committee or board mechanisms.

Conferences and meetings, as an administrative device, play an important role within the Special Security Division. Their importance in the field of management communication is fully recognized. They are held on a regularly scheduled basis at Division, Branch, and Desk levels, as well as in the Field, to achieve the maximum benefit resulting from free discussion and an interchange of ideas as well as to implement training procedures and define and re-define policy.

Another illustration of the utilization of this mechanism is the presence of an SSD employee representing the Security Office on the Project Administrative Planning Staff, which prepares and concurs in administrative plans covering the operation of all Agency proprietary and subsidy projects. Through representation on this staff, it is possible for the Security Office to insure conformance by other Agency components with existing Agency security policy and procedures.

Conferences, too, between representatives of this Division and other interested components of the Agency frequently serve as an effective medium in more adequately servicing their requirements.

The resultant benefits in increased operating efficiency from these activities are far-reaching and extend to all components of the Agency which are serviced by this Division.

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- m. Techniques which improved quality or quantity of production.

Production plays an important role in the successful and efficient operation of this Division in which the volume factor must ever be considered. Accordingly, new techniques and methods are constantly being analyzed and studied, and when it is concluded that the implementation of such new devices will benefit the organization, they are adopted and put into effect.

An example of such a technique is the standard policy of agent and supervisor responsibility wherein each agent in the Field is responsible for the successful investigative conclusion of a case, and each Headquarters supervisor exercises overall supervision of each case assigned to him from the time the request for investigation is received until the requestor is furnished with his reply. By assuming such responsibility, greater interest is kindled in the agents and supervisors alike, and stereotyped action on their part is eliminated. The end product is closer supervision resulting in increased efficiency.

- n. Policy agreements which resulted in management improvement.

Through increased emphasis on the use of the system of "asterisk" indexing employed within this Division, and as a result of certain policy agreements between the Special Security Division and other components of the Security Office, as well as the Agency, with regard to the dissemination and general utilization of information resulting from such indexing, greater management improvement has been realized.

- o. Program, operating, or administrative achievement resulting in improved management.

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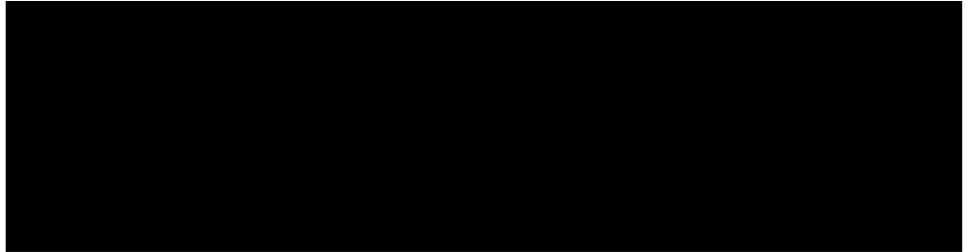
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In addition to the Headquarters Manual referred to under item "h," Fiscal Year 1954 also saw the issuance of a Manual for the guidance and assistance of all Field personnel. The publication of these two manuals may well be considered the crowning management achievement of the year by this Division which is ever striving, through constant study and analysis, to improve its management methods and effect the epitome in operational efficiency.

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